

New Industrial Policy Health

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Organisation: Government of Flanders Flanders Innovation and Enterprise

Country: Belgium

Level of government: Regional/State government

Sector: Economic affairs

Type: Methods, Organisational Design, Public Service

Launched in: 2014

Overall development time: 2 year(s)

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Description

Developing new companies based on sustainable cooperation between industry and health/care sector with focus on a lead customer need. The new company reflects the principles of 'The Factory of the Future' and works user-centered. In the products and the services of the newco's the societal and the economical added value have to be in balance. The newco's value chain includes a mix of companies and care organisations and works based on shared values to deliver together but each from their own core competence an integrated solution for the needs of their customer. As in Flanders the organisation of the healthcare system is mostly a public responsibility, there is a close cooperation with regional and local governments.

Why the innovation was developed

- Since the beginning of Flanders' Care, a transverse project of the Government of Flanders in 2010, different initiatives started up to improve the quality of health and care through innovation and entrepreneurship. A lot of innovative solutions were co-created but the gap towards adoption and implementation remained.
 - Different hurdles specific to the organisation of the healthcare system and the traditional thinking patterns slow down and avoid the adoption and implementation of innovations. This innovation brings all these together, in an integrated and inclusive approach bridging industry, health and welfare sector and knowledge institutes by focusing primarily on the needs of the end-users and builds real 'solution based' multiple stakeholder companies with a business model independent of subsidies.
 - The call for projects resulted in 4 consortia (malnutrition, smart care coordination, smart care housing and an integrated care platform).
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Objectives

Improve access, Improve effectiveness, Improve efficiency, Improve service quality, Improve user satisfaction, Increase citizen engagement, Support economic growth

Main beneficiaries

Civil Society, Elderly people, Ethnic or racial minorities, Families, General population, High-risk populations, Low-income groups, People with disabilities

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Results

Results not available yet

- The first result will be expected by the end of the year 2016 by the establishment of the first newco from project 1 the nutrition platform for chronic care
- The next will be project 2, the integrated care platform, in the beginning of 2017.
- The other 2 still are working on the design of their organisation.

Development

Design

The general idea grew in the working of the 'Contactpoint of Health economics CPHE' within Flanders Innovation and Entrepreneurship. This idea was refined together with all potential stakeholders and supported by the former minister president of Flanders Kris Peeters and awarded a budget to organise a 'call for Projects'. 4 project ideas were selected by a multi disciplinary jury and granted a period of 24 months to build the blue print of the newco. Each project has a budget of max. 500,000 euro and works with almost 12 to 15 different partners (complete value chain related to the chosen challenge) The challenges of the

4 projects are: nutrition platform for chronic care to avoid malnutrition integrated care platform one contact one invoice mobile smart care housing smart care organisation and coordination at home to avoid going to residential care. Design time: 1 year(s)

Testing

- As all the projects bring together different partners with different goals and sometimes also conflicting interests (societal versus economical values) a learning platform was set up coordinated by the 'CPHE' and an expert in strategic network management, social innovation and social business modelling was included by a public procurement.
- propeller was chosen to coach the 4 projects. The total budget is approx. 2 mio euro. All started by building persona's and their customer journey in the personal care paths. Those were translated in needed services and products and the associated cost structure.
- 2 projects are now writing their business model and building the organisational cooperation structure. This will be ready at the end of 2016 and they will test the new organisation with a few founding partners in the beginning of 2017. As it is an open model, others can join if they undersign the SLA's of the newco. The other 2 projects will follow in 2017.

Testing time: 6 month(s)

Challenges and solutions

- The most important challenge was building trust between the 2 sectors, industry and healthcare. It took more than 8 months to learn from each other and focus on their common customer, the caretaker and his or her journey.
- Other challenges were defining the shared values, the willingness to engage in a common organisation to construct inclusive care paths using each others strengths and core competences and building an open model.

Lessons Learned

Conditions for success

- These projects will only work when everyone is open to work together based on trust and shared values. This also includes that in the approach of personalized healthcare for the future, policy domains have to work together to realize inclusive solutions instead of persevering the existing silo's and thinking patterns.
 - That projects who develop innovations have to include from the early start, the end user and strive to build an realistic implementation plan. Our projects only started to work when the trust was build up and that they realized that it wasn't a theoretical project but a real preparation, a blue print for something new in the future.
 - The next challenges will be the acceptances and inclusion of those new cooperation/business models by different policy domains.
 - Transversal policy approaches solution oriented
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